MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BMH 2034 MANAGING HUMAN RESOURCES

(All Sections/Groups)

3 MARCH 2016
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **3 pages** only.
2. Answer any **THREE (3)** questions in Section A. Answer **ALL** questions in Section B.
3. Allocation of marks for each section/question is shown.
4. Write your answers on the **Answer Booklet** provided.

SECTION A. Answer any THREE (3) questions.

Question 1

a) How do you consider if human resource is a profession? (12 marks)

b) Contemporary organisations increasingly operate in dynamic and uncertain environment. Does this reduce or increase the need for human resource planning activity? Discuss.

(8 marks)

(Total: 20 marks)

Question 2

There is clearly a continuing trend towards greater flexibility in the pattern and organisation of work. Within the context of HRM, critically examine the reasons for this trend and its impact on individual employees and trade unions.

(20 marks)

Question 3

Examine why selection interviews remain popular despite findings that as a selection tool, it is flawed. How can the interview be improved?

(20 marks)

Question 4

a) Name **TWO (2)** ways how human resource planning is linked to overall strategic planning. (5 marks)

b) Can you suggest **THREE (3)** ways of making human resource planning more effective?

(15 marks)

(Total: 20 marks)

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SECTION B: Answer ALL questions.

Appointing a successor

Following the retirement of Aiman Najman as the Director of Human Resources for Blue Harbour Ltd, Elena Muhlberger, Compensation and Benefits Manager, has been promoted to the position. The Managing Director, Ow Kai Dit, has a very high opinion of Elena. Since Elena was promoted, the next most senior position in the HR Department, Elena's previous role as Compensation and Benefits Manager, has remained vacant. Ow has left the responsibility of filling this position to Elena. It is company policy to promote from within, so the choice has come down to Lee Thian Teck, Industrial Relations Manager, or Normaliena Ab. Malik, Training and Development Manager.

Normaliena Ab. Malik has been with the company for three years and has shown herself to be dedicated, results-oriented and enthusiastic. She has also received above-average performance ratings during her employment with Blue Sky Ltd. In Elena's opinion, Normaliena is her natural successor.

Lee Thian Teck has been with the company for 15 years and is regarded as a reliable and competent manager. He has shown unusual ability in handling industrial relations problems. However, Elena feels that Lee is too quiet and serious to hold the second-most senior HR position in the company. Elena feels that Lee is not a leader and lacks Normaliena's charisma. Thus, she decides to promote Normaliena.

Elena communicates her decision to Normaliena, but does not discuss the matter with Lee or give him any advance notice of her decision. When Lee sees the announcement on the noticeboard, he immediately goes to Elena's office to express his disappointment. He also takes the matter to the Managing Director. During his meeting with Ow, Lee makes it clear that he had counted on getting the promotion because of his good performance and his long service. Moreover, in response to Elena's criticism that he lacks leadership ability, Lee reveals that he has recently been elected as President of the Institute of Human resource Management. But Ow tells Lee that the decision is final and he expects him to cooperate with Elena and Normaliena.

After this, Lee seems less than enthusiastic. He continues to perform satisfactorily, but becomes increasingly withdrawn. His attitude towards Elena and Normaliena is polite but cool. Two months later, when recommendations for performance increases are being considered, Elena and Normaliena decide that Lee should be passed over. Completing the appraisal form, Elena shows it to Normaliena:

Judgement – average; Initiative – average; Communication – below average; Quality of work – above average; Quantity of work – average; Cooperation – below average

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She then takes it to Lee, who signs it without comment. Lee again makes no comment when he does not receive a merit increase. But Elena and Normaliena feel that he has become even more distant and business-like in his dealings with them.

(Source: Stone, R.J. (2013). *Human Resource Management*. Wiley. ISBN: 978-0-7303-0251-3)

Question 1

Examine **FIVE (5)** key issues that have led to the current situation in the case. (10 marks)

Question 2

If you were Elena, what steps would you have taken to introduce a performance appraisal programme at Blue Sky Ltd? (10 marks)

Question 3

In view of the many problems associated with performance appraisals, in this case and in organisations elsewhere, should appraisals be abolished? Why or why not? (20 marks)

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